

Community Safety and Violence, Vulnerability and Exploitation Delivery Plan

2018 – 2020

The Community Safety and Violence, Vulnerability and Exploitation Delivery Plan is based around the Council's vision which is to 'work together to make a difference for Harrow'. Each element of this Delivery Plan sits under one of the Strategic Objectives outlined in the overarching Strategy. This Plan has a strong focus on both high volume and high harm crime which reinforce our commitment to tackle crime in the borough, and firmly echoes the current Mayor's priorities, and includes a renewed focus on Anti-Social Behaviour and Youth Violence.

We pledge to make Harrow the safest place to live for all those who live, work, and study in the borough and this will be achieved through a distinct set of strategic objectives set out below:

High Volume Crimes

1. **Burglary** – *To reduce the number of burglaries and fear of crime in the borough and increase public confidence in the police*
2. **Non-domestic violence with injury** – *To reduce the number of incidents of grievous bodily harm and actual bodily harm*
3. **Anti-social behaviour (ASB)** – *To reduce the number of anti-social behaviour incidents that occur in the borough and ensure victims get the support they need.*
4. **Motor Vehicle Crime** –
 - (a) *To reduce the number of thefts of a vehicle that occur in the borough and ensure victims get the support they need.*
 - (b) *To reduce the number of thefts from a vehicle that occur in the borough and ensure victims get the support they need.*

High Harm Crime Priorities

1. **Youth violence, weapon based crime and vulnerability & exploitation** *(including gang crime, and Child Sexual Exploitation)* –
 - (a) *To reduce the number of young people involved in youth violence and gang crime and to decrease the number of young people carrying offensive weapons (guns and knives)*
 - (b) *To embed a cultural shift within the schools on the issues of sexual assault, child sexual exploitation and digital*

exploitation, and to promote a culture of awareness of child sexual exploitation

2. **Modern Slavery** - *To ensure there is an effective and co-ordinated response to modern slavery in Harrow*
3. **Domestic and sexual abuse** – *To provide critical support to the most vulnerable members of our community who are affected by domestic and sexual violence and female genital mutilation with a focus on the following:*
 - Prevention / Education
 - Police / Enforcement
 - Support / Recovery
4. **Drug and alcohol misuse** –
 - (a) To reduce the number of young people involved in the supply of illegal substances and to build resilience in young people so that they are able to spot the signs of dealer grooming;*
 - (b) To reduce alcohol and drug-related reoffending via targeted early support and treatment for ex-prisoners*
5. **Extremism and hate crime** – *To prevent young people from being drawn into terrorism; and to improve hate crime reporting rates.*

The Strategy and Delivery Plan will be reviewed annually and Measures stated below will be tracked at regular Review Points which occur throughout the year. This will enable Safer Harrow to review the success of each Measure on an ongoing basis until 2020.

HIGH VOLUME CRIME

Strategic Objective 1 – *Burglary*: To reduce the number of burglaries and fear of crime in the borough and increase public confidence in the police

Measures & targets	Action	Review Point	Lead	Existing / New Action
Burglaries are reduced compared to the same period in the last 12 months	Deliver the 'Be Safe' programme in September 2018 for on-going work (previously known as 'Autumn Nights')	January 2019	Louis Smith Harrow Police	
	Take forward recommendations from the Locality Assessment into community engagement around violence, vulnerability and exploitation, and integrate into the Delivery Plan	September 2018	Alex Dewsnap, Divisional Director Strategic Commissioning	
	Continue to work closely with the MET Police and Secured by design team to set principles to 'design out crime'. Continue to work closely with the local community including the youth in order to make sure the	Ongoing	Tobias Goevert Head of Regeneration + Design	

	developments take into meaningful consideration their aspirations and concerns.			
	Disseminate recommendations to businesses and supply chain as well as those engaging in employment support and training	September 2018	Mark Billington Head of Economic Development	

Strategic Objective 2 - *Non-domestic violence with injury* : To reduce the number of incidents of grievous bodily harm and actual bodily harm

Measures & targets	Action	Review Point	Lead	Progress (RAG rating)
The number of incidents of grievous bodily harm are reduced compared to the same period in the last 12 months	Developing our response to the rise in crime and anti-social behaviour in Wealdstone Town centre through the Wealdstone Action Group	Set up in June 2018 Ongoing	Alex Dewsnap, Divisional Director Strategic Commissioning	New Action
	Based on success of the Wealdstone Group, consider replicating this for South Harrow	September 2019	Alex Dewsnap, Divisional Director Strategic Commissioning	New Action
The number of incidents of actual bodily	Building awareness across the partnership and frontline staff on serious organised crime	March 2019	Safer Harrow & Zara Baker, MET	New Action

harm are reduced compared to the same period in the last 12 months	Delivery of workshops			
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Strategic Objective 3 - *Anti-social behaviour (ASB)* : To reduce the number of anti-social behaviour incidents that occur in the borough and ensure victims get the support they need.

Measures & targets	Action	Review Point	Lead	Progress (RAG rating)
The number of repeat anti-social behaviour incidents that occur in the borough are reduced compared to the same period in the last 12 months	Use of tools and Powers such as Public Space Protection Orders to reduce incidents of anti-social behaviour in identified hotspots	Ongoing	Richard Le Brun , Head of Community Safety	
	Reduce incidents of repeat victims of anti-social behaviour by Multi-agency response to cases at Anti-Social Behaviour Action Group	March 2019	Richard Le Brun , Head of Community Safety	
	Continue to use existing and new tools to educate tenants and leaseholders to resolve incidents of anti-social behaviour at the earliest point. And to explore powers to take evidenced based action against tenants and leaseholders who	March 2019	Karen Connell, Head Resident Services	

	commit anti-social behaviour.			
	Consider designing a consultation on Anti-social behaviour working directly with young people in its design and delivery	December 2018	Alex Dewsnap, Divisional Director Strategic Commissioning	
To ensure victims of ASB get the support they need	Refer victims of ASB to victim support and obtain service user feedback	September 2018	Richard Le Brun , Head of Community Safety Karen Connell, Head of Resident Services	
	Develop the process for victims satisfaction surveys ensure they have received appropriate support and advice	Ongoing	Richard Le Brun , Head of Community Safety	
	'Call backs' to victims of ASB, evaluate and analyse the data and surveys	Ongoing	Richard Le Brun , Head of Community Safety	

Objective 4a – *Motor Vehicle Crime* : To reduce the number of thefts of a vehicle that occur in the borough and

ensure victims get the support they need.

No specific actions, being dealt with as business as usual (see page 27/28 of the Strategy)

Objective 4b – *Motor Vehicle Crime* : To reduce the number of thefts of a vehicle that occur in the borough and ensure victims get the support they need.

No specific actions, being dealt with as business as usual (see page 27/28 of the Strategy)

HIGH HARM CRIME

Strategic Objective 1a – *Youth violence, weapon based crime and vulnerability & exploitation (including gang crime, and Child Sexual Exploitation)* – To reduce the number of young people involved in youth violence and gang crime and to decrease the number of young people carrying offensive weapons

Measures & targets	Action	Review Point	Lead	Progress (RAG rating)
Support frontline teams to identify and deliver more effective and timely interventions.	Analysis of local data to enable the development of a problem profile which underpin Harrow's Strategy on Violence, Vulnerability and Exploitation	March 2019	David Harrington, Head of Business Intelligence	

<p>Measures:</p> <p>Development of a problem profile</p> <p>Establish monitoring system that can be accessed by the partnership</p>				
<p>Reduce incidents of violent youth crime in Harrow</p> <p>Measures:</p> <p>a) Quarter on quarter reduction measured through MPS data.</p> <p>b) A reduction in children and young people 'coming to notice' through youth</p>	<p>2 year fixed term FTE appointment of a gangs worker to provide targeted support to reduce the number of young people involved in youth violence and gang crime in the Rayners Lane Estate and South Harrow area</p>	<p>June 2019</p>	<p>Ignite</p>	
	<p>The above linking into the daily intelligence meeting (TBA)</p>	<p>Ongoing</p>	<p>Richard Le Brun, Head of Community Safety</p>	
	<p>Develop a partnership response to tackling knife crime, linked to Mayor's strategy for reducing knife crime</p>	<p>Ongoing</p>	<p>Richard Le Brun, Head of Community Safety</p>	
	<p>Youth Offer, including Street Doctors Programme delivered to enable young people to respond to incidents of knife crime</p>	<p>March 2018</p>	<p>Mark Scanlon Head of Service for Early Support and</p>	

violence for anyone under 18.	Youth Offending Service will Evaluate the impact of this Programme and determin whether it can be re-commissioned for a further year , or expanded		YOT	
	Enable friends & family to seek support for YP through contact with Xcite & Learn Harrow	July 2018	Mark Billington Head of Economic Development	
	Drama project delivered in 4 secondary schools working with young people at risk of entering the criminal justice system	March 2019	Synergy	
	Series of primary schools based engagement programmes aimed at raising general awareness around crime and personal safety (for Academic year September 2017)	March 2019	Harrow MPS	
A programme of activity and funding agreed and in palce for 2019/20 and 2020/21	Engage with MOPAC over plans for years 3/4 for the London Crime Prevention Fund projects Agreed funding and programme of activity for April 2019	December 2018 March 2019	Mohammed Ilyas Policy Team	New Action
Analysis of the	Monitor the impact of the projects	Ongoing	Mohammed	New Action

impact of the projects undertaken and shared with Safer Harrow	commissioned from the top 30% slice of MOPAC funding and the benefits to Harrow		Ilyas Policy Team	
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Strategic Objective 1b – *Youth violence, weapon based crime and vulnerability & exploitation(including gang crime, and Child Sexual Exploitation)* – To embed a cultural shift within the schools on the issues of sexual assault, child sexual exploitation and digital exploitation, and to promote a culture of awareness of child sexual exploitation

Measures &Targets	Action	Deadline	Lead	
<p>To support schools to deal more effectively with issues of CSE.</p> <p>Measures:</p> <p>a) Progress reviewed by surveys and feedback forms;</p> <p>b) Improvement in young people's safety from repeat victimisation measured using the Young Persons Core tool.</p>	<p>2 year fixed term part time worker to generate a cultural shift within schools on the issue of sexual assault, CSE, and digital exploitation violence, and promote a culture of awareness</p>	<p>March 2019</p>	<p>The Wish Centre & Parmjit Chahal, Head of Service for Children's Access</p>	

Training package produce and implemented	Produce a combined multi-agency training package which can be delivered as a single course or split into different levels e.g. (a) prevention and identification (b) responding to FGM (and risk of).	March 2019	Carole Furlong, Director of Public Health	New Action
Guidance produced and disseminated across the borough	Develop new local FGM guidance and disseminate it across the Borough	March 2019	Carole Furlong, Director of Public Health	New Action

Strategic Objective 2 – *Modern Slavery* - To ensure there is an effective and co-ordinated response to modern slavery in Harrow

Development and delivery of modern slavery action plan	Complete a baseline-line document on modern slavery, arising from an information gathering exercise / gap analysis undertaken in conjunction with stakeholders.	June 2018	Marzuki Haji, Policy Officer	New Action
	Develop an action plan to address the gaps identified through the baseline research	June / July 2018	Marzuki Haji, Policy Officer	New Action

	Deliver the action plan	Timescales to be determined	Modern slavery multi-agency task & finish group	New Action
	Embed the Be Safe, Stay Safe messages and advice in all Employment & Skills guidance from the Council. Include Employment Rights in the advice.	July 2018	Mark Billington Head of Economic Development	NEW ACTION

Strategic Objective 3 – *Domestic and sexual abuse* : To provide critical support to the most vulnerable members of our community who are affected by domestic and sexual violence and female genital mutilation with a focus on the following:

- Prevention / Education
- Police / Enforcement
- Support / Recovery

Measures & Targets	Action	Deadline / Review Point	Lead	Progress (RAG rating)
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<p>Reduction in risk of clients by exit and after 6 and 12 months</p> <p>Additional Measures:</p> <p>a) Exit interview/ RIC (Risk Identification Checklist) /DASH (domestic abuse, stalking and 'honour'-based violence) and PSOCC (Hestia's database)</p>	<p>IDVA (Independent Domestic Violence Advocate) support to 240 new cases per year.</p>	<p>Quarterly</p>	<p>Hestia</p>	
<p>Increase in MARAC (Multi Agency Risk Assessment Conference) referrals from partner organisations</p> <p>Measures:</p> <p>a) MARAC data on referrals</p> <p>b) Service provider information on number of</p>	<p>Training with partner organisations to ensure they are confident in the referral process; six days minimum of MARAC training per year to be provided referring agencies and MARAC members</p>	<p>Quarterly</p>	<p>Hestia</p>	

<p>training sessions</p>				
<p>Maintain Domestic Violence as significant referral reason for undertaking Children and Young People Services assessment activity.</p> <p>Measures:</p> <p>b) Number of families identified through MASH (Multi Agency Safeguarding Hub)/Family Referral Team with Domestic Violence needs</p> <p>c) Children's</p>	<p>Increase in number of social workers who have been provided with specialist Domestic Violence training from provider; Service Provider to deliver a minimum of six days' training on Domestic Violence to frontline staff in Children's Services each year</p> <p>Schools to identify and implement pastoral support for young people in transition from primary / secondary education</p>	<p>Quarterly</p>	<p>Hestia</p>	

Services to provide numbers of social workers trained				
Produce an options appraisal for a local perpetrator programme. Consideration for programme to offer service to individuals not convicted of Domestic Violence offence where appropriate Business case to be presented to Safer Harrow re resources/ capacity	Consider how the business case for a local perpetrator programme can be sustainably funded in Harrow	December 2018	Harrow Domestic and Sexual Violence Forum & Rachel Gapp, Head of Policy	
Future proof Harrow Couples Domestic Violence Programme	Continue to deliver the Couples Programme, and consider options for sustainable funding of this programme	April 2019	Parmjit Chahal, Head of Service for Children's Access	
Secure funding for the domestic violence contract for 2019 and beyond	Investigate all options available for funding services currently provided under the Domestic and Sexual Violence contract;	September 2018	Rachel Gapp, Head of Policy	

	areas being explored will include MOPAC, Hestia to reduce costs of contract; external funding options etc.			
Provide up to date information about domestic abuse services to residents and other stakeholders on the Council's website.	Explore better opportunities to share information with existing VCS organisations that deliver DSV services in Harrow and other statutory bodies	Ongoing	Harrow Domestic and Sexual Violence Forum	1
Increase the number of Harrow residents using services provided under the Ascent programme (funded by London Councils)	Raise awareness of the services through the Harrow Domestic and Sexual Violence Forum to encourage an increase in signposting, referrals and usage.	March 2019	Harrow Domestic and Sexual Violence Forum	New Action
Increase in the number of referrals to partner organisations in the community, including the interfaith forum	Review the information on the Council's website and make the necessary changes.	September 2018	Harrow Domestic and Sexual Violence Forum	New Action
Ensure employment & training options	Make timely referrals to employment/training	September 2018	Victoria Isaacs Employment &	New Action

are included in support & recovery plans	support to build confidence and independence		Skills	
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Strategic Objective 4a – *Drug and alcohol misuse* : To reduce the number of young people involved in the supply of illicit substances and to build resilience in young people so that they are able to spot the signs of dealer grooming

Measures & Targets	Action	Deadline / Review Point	Lead	Progress (RAG rating)
<p>An increase in the number of young people currently engaged in a drug dealing lifestyle supported to exit this lifestyle and reducing the numbers of young people choosing to or being coerced into supplying substances.</p> <p><u>Measure:</u></p> <p>The number of</p>	<p>Conduct a needs assessment using data from Compass YPSMS and other local sources including, School health assessment, and carry out community and stakeholder consultation to ascertain and determine the level of need of Young People who are at risk of grooming for supply of substances 3-6 months and to increase knowledge and understanding of level of under 18's involved in supply of illicit substances in Harrow by sharing service level data throughout the project term.</p>	<p>July 2019</p>	<p>Compass</p>	

young people referred to the drug and alcohol service regarding preventative work (using local public health data).	Identify local hotspot areas where drug dealing is known in the borough	July 2019	Compass	
	Deliver a series of workshops and assemblies to at least 90% of High Schools in the Harrow	July 2019	Compass	
	Deliver a number of 1-2-1 prevention sessions on awareness of drug dealing and to include strategies and mechanism to attain this	March 2019	Compass	
	Deliver a number of 1-2-1 intervention sessions for young people who are involved in drug dealing and to provide and develop an exit strategy for them to leave and access PAYP (Positive Activities for Young	March 2019	Compass	

	People)			
	Undertake a trial of the DISC information sharing system to help address VVE in the Town centre	March 2019	Tanya Sprunks and Paul Gamble	New Action

Strategic Objective 4b – *Drug and alcohol misuse* : To reduce alcohol and drug-related reoffending via targeted early support and treatment for ex-prisoners

Measures & Targets	Action	Deadline / Review Point	Lead	
Year on year increase in the transfer rate from prison to the community in 2017/18 and the transfer rate from prison to the community in 2018/19	Specialist caseload management of all prison release service users to support through treatment and recovery	March 2019	Service Manager, WDP	
	Specialist Prison Link Worker that in-reaches to prison establishments: <ul style="list-style-type: none"> Bridging the gap for service users between Harrow Substance Misuse Services and HMP. 	March 2019	Service Manager, WDP	

	Assessing, engaging and providing support to service users being released from prison to maximise their engagement with community services on release.			
	Engage Skills & Employment teams for current opportunities and Local Labour market support	September 2018	Victoria Isaacs Skills & Employment	New Action

Strategic Objective 5 – *Extremism and hate crime* : To prevent people from being drawn into terrorism or supporting terrorism; and to improve hate crime reporting rates.

Measures & Targets	Action	Deadline / Review Point	Lead	
Prevention of people being drawn into terrorism or supporting terrorism and improving community engagement	Delivery of WRAP Training to all statutory partners	March 2019	Samia Malik, Community Cohesion Lead	
	Community Engagement activity with Community Leaders	March 2019	Samia Malik, Community Cohesion Lead	

	Delivery of the Local Prevent Programme	March 2019	Samia Malik, Community Cohesion Lead	
	Effective delivery of Channel arrangements	March 2019	Mark Scanlon, Head of Early Support & Samia Malik, Community Cohesion Lead	
Increase in the reporting of incidents of Hate Crime	Review arrangements for hate crime reporting	September 2019	Richard Le Brun, Head of Community Safety & Samia Malik, Community Cohesion Lead	
	Victim Worker support in place to support victims of Hate Crime	March 2019	Richard Le Brun, Head of Community Safety	
	Through victim satisfaction surveys increase confidence to report incidents	March 2019	Richard Le Brun, Head of Community Safety	